

PART THREE

Challenges Competition Proposal

Next Move NY

A bold new initiative to grow New York's workforce and create the most robust transitioning soldier and spouse retention pipeline in the country.



Mountains near Lake Placid in Essex County

Overview

With over 3,600 soldiers transitioning out of the service from Fort Drum into civilian life and approximately 1,000 spouses each year, the North Country has an opportunity to gain over 46,000 new members of the workforce over the next decade.

Fort Drum is the largest Army installation in the north-eastern United States and is New York's largest single site employer with over 15,000 active-duty service members stationed in Watertown, NY. Through Fort Drum, soldiers and their families are attracted from communities across the nation to live, work and serve in New York State. Upon leaving the Army, these soldiers and their spouses represent an incredible untapped resource to grow and diversify our region and meet our workforce needs.

The North Country's economy is growing and is projected to see tremendous job growth over the next decade, generating the need for tens of thousands of new workers to meet the needs of employers. The region's colleges, universities, trainers, and workforce partners are employing every tool at their disposal to meet future workforce needs, but due to rising retirements and changing demographics, the challenge is daunting, and the stakes are high for the region's future economic vitality and growth.

The North Country REDC is proposing a bold new initiative to expand our workforce tools and create the most robust transitioning soldier and spouse retention pipeline in the country — **Next Move NY**.

Working for months with experts in the arena, the NCREDC identified project opportunities and a world class implementation team to be laser-focused on maximizing this unique initiative. **Next Move NY** will build upon and leverage existing programs, partners, and funding to create a system that supports, educates, trains, credentials, and engages transitioning soldiers and spouses to help fill the employment needs of businesses and employers of the North Country, our neighbors, and greater New York State.

The potential is immense. Today, only a fraction of these transitioning soldiers are retained in the North Country. With New York State's investment, this unique opportunity will help us substantially address the region's workforce needs, help grow and diversify our region, and provide an extensive impact to the vitality of the region's and New York's economy.

WORKFORCE CHALLENGE AND SOLUTION SUMMARY

North Country Workforce Gap

30,500 added jobs
+ **17,500** labor force loss

48,000 workforce gap
over the next 10 years

Workforce Retention Potential

36,000 transitioning soldiers
+ **10,000** spouses

46,000 workforce potential
over the next 10 years

Initiative Highlights

- Overseen by trusted world-class organization and advisory board of partners
- Regional
- State-of-the-art job readiness facility
- Regional employer liaison
- FastTrack degree program and credentialing
- Regional anchors

Impact to Region and NYS

- \$2.3 billion impact to North Country's GRP
- 223:1 return on investment for State's \$10 million seed money
- Scalability for statewide benefit

The Challenge

NORTH COUNTRY'S WORKFORCE MOUNTAIN

The region is poised for significant economic growth in the coming decade. Projections indicate strong job growth of more than 30,500 new jobs in the North Country from 2022-2032, representing growth of over 17% over the next decade.

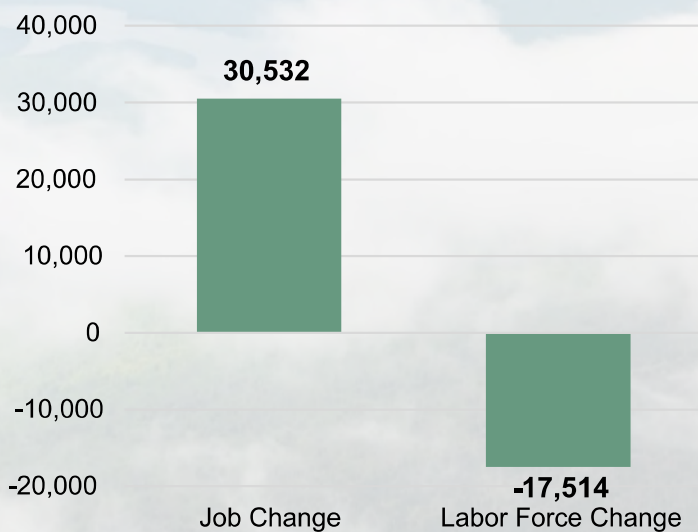
At the same time, however, shifting demographics in the region – and state as a whole – are projected to result in significant declines in the available labor force. Over the next 10 years, the North Country's labor force is expected to decline by over 17,500 workers, driven by retirements and demographics.

As a result, the region's employers are facing a monumental challenge: an undersized workforce relative to the need to maintain current employment levels, let alone realize the full economic and job growth potential of the North Country's growing industries.

The challenge is formidable. To meet its workforce needs for robust economic growth, the region must find a way to fill **a workforce gap of an estimated 48,000 workers over the next decade.**

WORKFORCE GAP AND PROJECTED NEEDS

North Country Job Change vs. Labor Force Change, 2022-2032



Source: Lightcast, Camoin Associates

Workforce Gaps in Target Industries (Tradeable Sectors)

11,329
Agribusiness

8,840
Manufacturing

6,144
Renewable Energy



The Solution: **Next Move NY**

FORT DRUM'S TRANSITIONING WORKFORCE

Fort Drum represents the single most substantial unrealized opportunity to build a robust workforce pipeline to North Country employers. In recent years, an annual average of 3,630 soldiers have transitioned out of the service from Fort Drum to civilian life. Officials at Fort Drum estimate that up to 30% of these soldiers have spouses, accounting for over 1,000 additional potential workforce members.

Fort Drum's transitioning soldiers represent a diverse cross section of America, but generally skew relatively young, and despite lower levels of traditional education, have valuable skills gained through their

service in key fields including quartermaster corps (logistics), mechanical maintenance, transportation, medical, and others.

Despite strong interest in educational and career opportunities, transitioning soldiers perceive that there are not meaningful employment opportunities in the North Country. Fort Drum officials estimate that the majority of soldiers leave the region. This indicates a new initiative is critical to better retaining and connecting transitioning soldiers with quality jobs and careers in the North Country.

Who Are Fort Drum's Transitioning Soldiers?

AGE GROUPS

Age 18-21	25%
Age 22-26	43%
Age 27+	32%

EDUCATION

58%
high school
or less

LONGEVITY AT FORT DRUM

Less than one year	5%
More than one year	95%

What Skills and Experience Do Soldiers Have?

MOST COMMON CAREER FIELDS (2023)

Quartermaster Corps	287
Mechanical Maintenance	235
Transportation or Logistics	157
Medical	138
Military Police	95
Chemical Corps	59
Military Intelligence	54
Human Resources	40
Adjutant General (Chief Administrator)	26
Ordinance	25
Financial Management	16

What Jobs Are They Most Interested In?

- #1:** Installation, repair, maintenance
- #2:** Government
- #3:** Business, management, administration
- #4:** Health and medicine
- #5:** Science and technology

What Are Their Plans?

- 33%** will seek employment
- 13%** will seek education
- 52%** will seek both

What Aren't Transitioning Soldiers Satisfied With in the North Country?

- #1:** Employment opportunities
- #2:** Higher education
- #3:** Housing

Are They Prepared to Transition to Civilian Careers?

- **More than 1 in 4** don't believe they have enough education to get the civilian career they want
- **31%** are concerned that finding a civilian career will be difficult
- **Less than 25%** have used Fort Drum's transitioning soldiers programs

Top Needed North Country Jobs That Fort Drum Soldiers Are Qualified For

OCCUPATION TYPE	NORTH COUNTRY JOBS	
	Total Jobs in 2027	Avg. Annual Job Openings
Police and Sheriff's Patrol Officers and Correctional Officers	4,474	423
Bookkeeping, Accounting, and Auditing Clerks	3,156	305
Miscellaneous Assemblers and Fabricators	1,997	256
Highway Maintenance Workers	1,296	183
Carpenters	1,203	129
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,318	117
Inspectors, Testers, Sorters, Samplers, and Weighers	891	108
Electricians	553	81
Production, Planning, and Expediting Clerks	710	80
Operating Engineers and Other Construction Equipment Operators	634	79
Compliance Officers	659	76
Packaging and Filling Machine Operators and Tenders	806	71
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	523	71
Medical Secretaries and Administrative Assistants	545	69
Pharmacy Technicians	559	69
Bus and Truck Mechanics and Diesel Engine Specialists	596	60
Industrial Machinery Mechanics	516	54

Note: Occupations are SOC Occupations that crosswalk with existing MOS Occupations at Fort Drum

Source: Lightcast

CAPITALIZING ON SOLDIER SKILLS FOR KEY NORTH COUNTRY JOBS AND SECTORS

The soldiers of Fort Drum are already well equipped with the skills that North Country employers are eagerly seeking.

An analysis of the Military Occupational Specialties (MOS) (the numeric codes used to identify a specific military job comprised of one or more related duties and responsibilities) finds that Fort Drum soldiers have training and skills aligning with the majority of employment opportunities in the North Country.

In fact, 15 of the 20 most common job types in the North Country region align with the skills of Fort Drum's soldiers, including law enforcement, bookkeepers and accountants, maintenance workers, carpenters, electricians, and others.

INITIATIVE PRINCIPLES

A team of stakeholders, organized as the NCREDC "Solutions Work group" developed the initiative proposal based on five key principles:

- ✓ The program will strictly respect the mission of our armed forces and will exclusively work with soldiers that have already resolved to transition from service.
- ✓ Spouses of transitioning soldiers should be afforded the same resources and opportunities as soldiers.
- ✓ Building meaningful connections to local communities is critical in addition to quality employment opportunities.
- ✓ The program will leverage existing resources, including organizations, funding, programs, and partnerships.
- ✓ The program will benefit all seven North Country counties and greater Upstate New York.

INITIATIVE FRAMEWORK

Next Move NY is a multi-pronged strategic initiative that connects the dots and leverages a variety of disparate activities and efforts while bridging existing gaps through new investments in organizational capacity, programming, and brick and mortar projects.

A **Next Move NY** Project Team will serve as the umbrella organization for the effort – proposed to be nestled in the North Country’s premier project management entity associated with Fort Drum: the Development Authority of the North Country.

Next Move NY will feature dedicated professional staff focused on a broad variety of new and existing programs.

The mission of the **Next Move NY** Project Team is to:

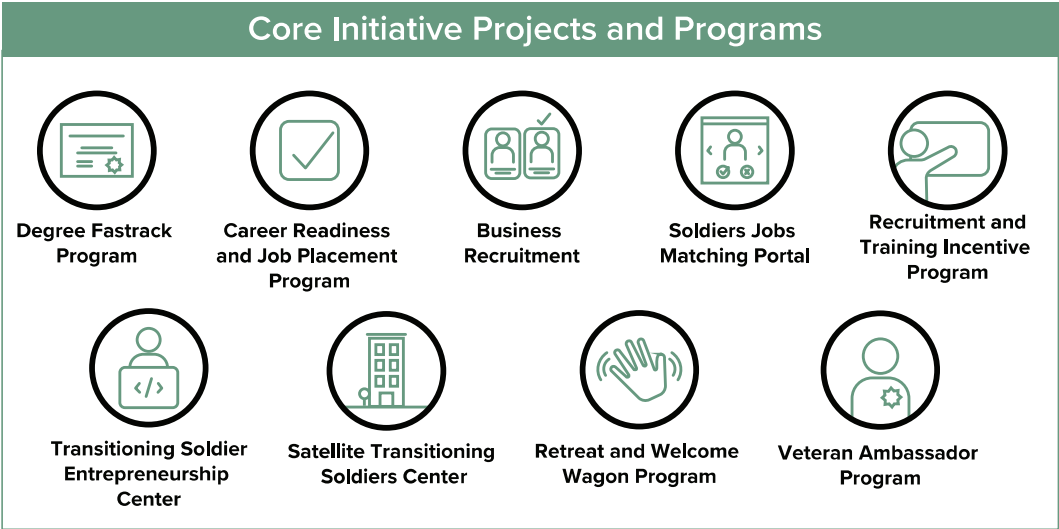
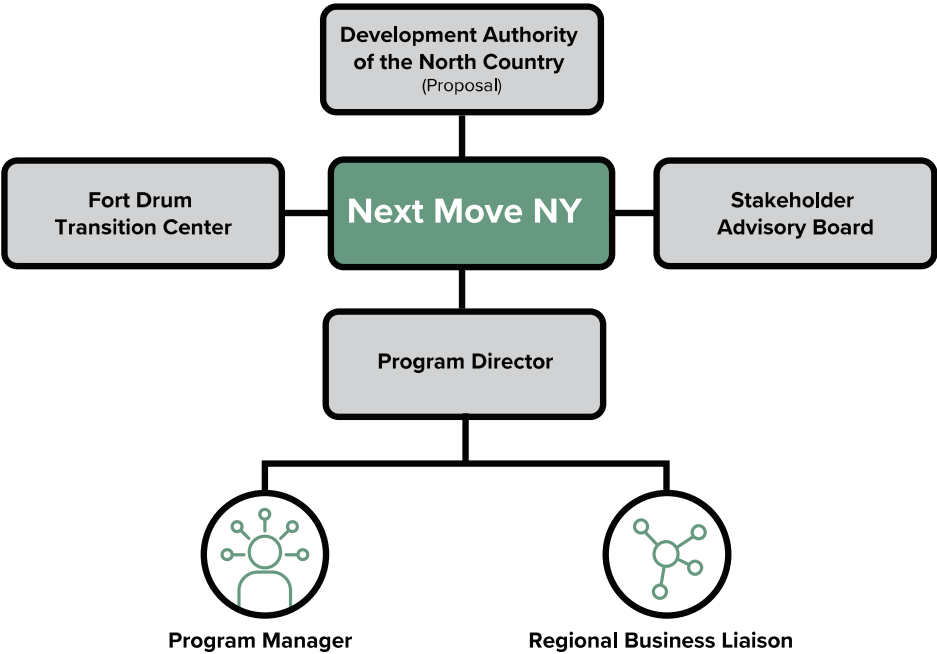
- **Connect** soldiers and their spouses to meaningful employment in the North Country
- **Train** soldiers and their spouses in career fields positioning them for employment in the North Country.
- **Embrace** soldiers and their spouses to build roots in the North Country

The graphic below provides an overview of the **Next Move NY** Initiative, including new programs and projects that will build a robust workforce pipeline from Fort Drum to New York State employers. Additional details are provided on the following pages.

Building on a Strong Foundation to Focus on the North Country

There are many organizations serving Fort Drum families and soldiers, but none are singularly focused on drawing them into the workforce and retaining them specifically in the North Country or New York State.

This initiative will not duplicate existing efforts, but will enhance existing initiatives, programs, and organizations to advance the mission of building a robust pipeline of transitioning soldiers and their spouses to North Country and New York State employers.



Components of Success

Establish a Central Transitioning Soldiers and Spouses Workforce Initiative Administrative Framework and Leadership (“Next Move NY Project Team”)

Timeframe: Year 1

Priority Level: Highest

Description: The Project Team, including an Administrator and two additional staff people, will be established to oversee the initiative. The team will be charged with building, growing, and sustaining the workforce pipeline as its primary mission. The Project Administrator will support the Regional Business Liaison and the Program Manager’s initiatives to build a sustainability plan for the initiative, secure business, and training partners, and facilitate transitioning soldiers and spouses from the armed forces to jobs in the North Country and New York State. The Program Manager will be responsible for new programming and coordinating with partner programs.

Key Partners: The Project Team will work in close collaboration with Fort Drum’s Transition Assistance Program. Other partners will be included as a formal Advisory Board that will meet regularly and help support the mission of the Project Team.

Identified Sponsor: Development Authority of the North Country (DANC)

Create a Regional Employer Liaison Position

Timeframe: Year 1

Priority Level: Highest

Description: The Regional Business Liaison will be a full-time professional responsible for building the pipeline between transitioning soldiers/spouses and regional employers in all seven North Country counties. Key roles and responsibilities include:

- Engaging regional employers to better understand workforce needs and job placement opportunities and facilitate regional business visitation trips to Fort Drum, Satellite Transition Center offices, and soldier visitation trips to employers.
- Recruit businesses and help facilitate partnerships
- Maintain a new “Soldiers job matching portal”
- Coordinate with new Veteran Ambassadors at regional employers

Key Partners: Fort Drum Transition Assistance Program (TAP); Local Economic Development Organizations; Chambers of Commerce; Workforce Development Boards; North Country Chapter of the Society of Human Resource Management

Identified Sponsor: Development Authority of the North Country (DANC)

Soldiers Job Matching Portal

Timeframe: Year 2

Priority Level: Highest

Description: Magnifying existing resources, the one-stop-shop Portal is envisioned as a three-part value-added CRM system including:

- The Workforce Department System Interface (operated by the Transitioning Soldiers and Spouses to Workforce Team) that will collect data, track program success, and manage employer contacts, program participants, and associated programs, job availability
- Employer Interface that gives employers the flexibility to post available jobs, research resumes based on skills needed, and directly reach out to job seekers on the platform
- The Transitioning Soldier/Spouse interface gives them the opportunity to reach out for staff assistance, search for available jobs, and connect with employers

Key Partners: Fort Drum Transition Assistance Program; NYS Department of Labor; Workforce Development Boards; North Country Chapter of the Society of Human Resource Management; existing job portals and listing repositories

Identified Sponsor: Development Authority of the North Country (DANC)

Career Readiness and Job and Apprenticeship Matching Program

Timeframe: Year 1-2

Priority Level: High

Description: The Program will supplement the existing Fort Drum Transition Assistance Program and provide additional resources for assisting transitioning soldiers and their spouses in finding and securing jobs, specifically in the North Country region. The new Jobs Portal will be used to manage communication with job seekers and employers while providing job matching and education resources to job seekers in the region. An apprenticeship program, with a focus on key industry sectors including manufacturing, agribusiness, and others, will also be established to create opportunities for transitioning soldiers to gain valuable on the job skills with potential opportunities to move into full-time roles or start their own businesses with the skills they have acquired.

Key Partners: Fort Drum Transition Assistance Program; Workforce Development Boards; Advocate Drum; NYS Dept. of Labor

Identified Sponsor: Development Authority of the North Country (DANC)

Degree and Credentialing FastTrack Program

Timeframe: Year 1-2

Priority Level: High

Description: This pilot program will simplify certifications for NYS requirements by cross-walking military skills and certifications to degree credits at higher education institutions across the North Country, beginning with a pilot project at Jefferson Community College. This will allow soldiers to enter degree programs with a significant head start with credit for up to 75% of degree requirements. To build career pathway connections, degrees will be cross listed with job opportunities. Currently, soldiers must apply to receive credit towards their degree after enrolling at JCC and credit is awarded on a case-by-case basis. This program can be enhanced through services offered through the proposed Transition Center and Job Readiness Facility at JCC, such as through housing provisions or childcare assistance. This program will also create streamlined methods to transfer credentials earned by soldiers outside of New York State to reduce redundancy in training and credentialing.

Key Partners: Next Move NY Project Team; Fort Drum Transition Assistance Program; Fort Drum Regional Health Planning Organization; Trade Associations; BOCES; NYS Dept. of Labor; Additional North Country Colleges and Universities

Identified Potential Sponsors: Clinton Community College; Jefferson Community College; Paul Smith's College; SUNY Canton

Vocational Training and Job Readiness Facility (Off-Post)

Timeframe: Year 3-4

Priority Level: High

Description: The Facility is a “brick and mortar” project that will be located at an existing partner site. For example, there is a partnership potential with Jefferson Community College (JCC) where there are plans to develop space that could include flexible job training classrooms, facilities, and offices. Existing facilities are at capacity or otherwise not meeting needs according to multiple partners, including existing JCC, BOCES, and Fort Drum facilities. The facility will feature flexible spaces for technical and vocational training such as through modular classrooms and rotating programs. Key vocational programs needed include welding, electrical, HVAC, culinary, plumbing, home inspection and others. Technical programs such as 3-D printing, prototyping/modeling, graphic design, and others would also be provided along with professional programs including bookkeeping, business management, and others.

The facility is an opportunity to create a transitioning soldier hub with future co-located uses including other veteran support services and wrap-around services such as on-site childcare and others. The Center's ongoing operations can be sustained through participation of soldiers who can utilize their GI Bill for programs at the Center.

Key Partners: Next Move NY Project Team; Fort Drum Transition Assistance Program; Jefferson-Lewis BOCES; SUNY University Center for Academic and Workforce Development; Advocate Drum; Jefferson-Lewis Workforce Development Board; Jefferson County Economic Development; Lewis County Economic Development; Fort Drum Regional Health Planning Organization; NYS Department of Labor

Identified Potential Sponsor: Jefferson Community College

Veteran Employment Ambassador Program

Timeframe: Year 1-2

Priority Level: High

Description: This program will recruit veterans from around the region at major employers that can help mentor and recruit transitioning soldiers to North Country jobs. Veterans have stood in the same shoes and are uniquely suited (and have a proven track record) in helping connect Fort Drum transitioning soldiers to meaningful careers. An additional priority of this program is to identify veteran-owned businesses to build mentor-mentee relationships.

Key Partners: Fort Drum Transition Assistance Program; Major employers; Chambers of Commerce; North Country Veterans Association; Exiting Veteran Organizations

Identified Potential Sponsor: Development Authority of the North Country (DANC)

Live, Love, Stay Program Network

Timeframe: Year 1

Priority Level: Moderate

Description: This will be a network of recreational and cultural amenities, destinations, and organizations that work together to expose soldiers to the North Country with the goal of encouraging soldiers and their spouses to put down roots in the region. The network is focused on integrating transitioning soldiers and their families into the community, including Adopt a Soldier for the holidays, communications and media campaigns targeting spouses; promoting community programs/excursions; building a stronger presence on Fort Drum; incorporating business tours and professional development alongside amenities; creating excursion itineraries; hosting business-soldier mixers; and other activities. The program includes a “Welcome Wagon” program component to quickly welcome and help integrate new soldiers and their families into the region. Welcoming and belonging and diversity, equity, and inclusion training will also be incorporated as part of this program.

Key Partners: Adirondack North Country Association; Regional Office of Sustainable Tourism; 1000 Islands Tourism Council; St. Lawrence County Chamber of Commerce; Economic Development Organizations; Chambers of Commerce; Tourism Related Organizations; Adirondack Diversity Initiative; Fort Drum’s Family and Morale, Welfare, and Recreation Programs

Identified Potential Sponsors: Advocate Drum in Coordination with the North Country Chapter of the Association of the US Army (AUSA)

Soldier Recruitment and Training Incentive Program for Employers

Timeframe: Year 1-2

Priority Level: Moderate

Description: This program will incentivize employers to recruit and train soldiers. The program will help overcome a critical obstacle as relocating to other areas of the region as part of the Army’s Career Skills Program (CSP) is challenging due to a need for transportation or housing during the CSP’s internship period. The program will help employers provide these resources for soldiers and also incentivize them to develop job training programs for soldiers as part of internship or apprenticeship arrangements.

Key Partners: Development Authority of the North Country; Fort Drum Transition Assistance Program; Major employers; Chambers of Commerce; Workforce Investment Boards

Identified Potential Sponsor: Development Authority of the North Country (DANC)

Entrepreneurship Centers for Transitioning Soldiers

Timeframe: Year 2+

Priority Level: Moderate

Description: There are a number of entrepreneurship programs in the region that are training individuals and providing opportunities to connect aspiring entrepreneurs with businesses in transition. Jefferson Community College and SUNY Canton are building new Entrepreneurship Centers in their respective downtowns and the Adirondack North Country Association (ANCA) is administering the Center for Businesses in Transition Program throughout the North Country. This component will create dedicated programs and incentives to attract and retain transitioning soldiers and spouses that are interested in starting a business in the North Country.

Key Partners: Next Move NY Project Team; Chambers of Commerce; Advocate Drum

Identified Potential Sponsors: Adirondack North Country Association (ANCA); Small Business Development Centers; SUNY Canton; Jefferson Community College; Clarkson University

New York State Satellite Transitioning Soldiers Centers

Timeframe: Year 3+

Priority Level: Moderate

Description: Satellite centers are intended to serve as regional and statewide magnets that help attract transitioning soldiers to major employment centers in the region and state. The first phase will be a pilot center in the eastern portion of the region and will leverage existing facilities, organizations, and partnerships to build a support network for transitioning soldiers – including training and education, housing, childcare, and employment resources.

Over the long-term, it is envisioned that brick-and-mortar projects can be established to form new regional transitioning soldier and veteran hubs that fill identified gaps in facility offerings (e.g., training facilities or space for childcare programs). Ultimately, satellite centers will create a “hub and spoke” network through the region and state.

Key Partners: BOCES; Colleges and Universities; Existing veteran support organizations in the North Country; Fort Drum Transition Assistance Program (TAP)

Identified Potential Sponsors: SUNY Canton; Clinton Community College – Institute for Advanced Manufacturing; Clarkson University

The Impact

Next Move NY has tremendous potential to enhance economic prosperity across the entire North Country and New York State. The initiative is designed to strategically benefit a diverse region beyond Fort Drum’s immediate surroundings by building enhanced connections between Fort Drum and employers while overcoming critical barriers in recruiting and retaining soldiers and their spouses across a broad geography.

The scalability of this initiative presents a unique opportunity for New York State to build critical workforce pipelines to emerging and high-growth industry sectors such as renewable energy and semiconductor manufacturing.

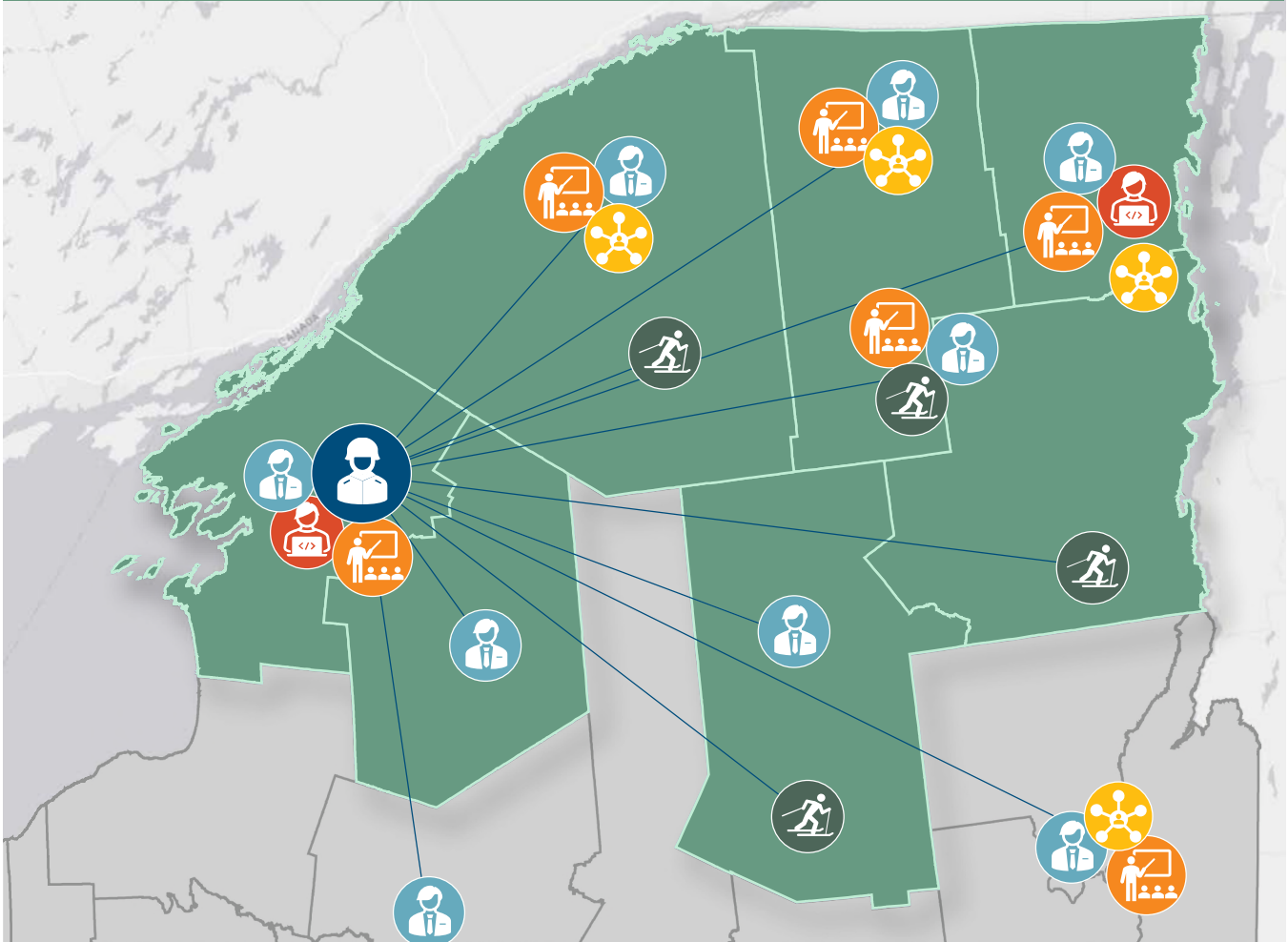
Furthermore, the initiative will offer a template for building workforce pipelines for other transitioning population groups, such as students, migrants, or incarcerated individuals.

Next Move NY is the tip of the iceberg in capitalizing on one of New York’s most underutilized economic assets, Fort Drum.

Meeting the workforce needs of the North Country by retaining transitioning soldiers and their spouses will produce a regional economic impact of **\$2.3 billion** to the North Country if even one-third of transitioning soldiers and their spouses are retained.¹ This represents a return on investment of **231:1** in New York State spending to launch this critical initiative.

¹Based on average GRP per job of fastest growing jobs in North Country Region. Assumes one-third of transitioning soldiers/spouses fill jobs.

REGIONAL BENEFITS



BRICK AND MORTAR LOCATIONS



Transition Center and
Job Readiness Facility



Transitioning Soldier
Entrepreneurship Center



Satellite Transitioning
Soldiers Center

PROGRAMS



Live, Love, Stay
Retreat Program



Degree and Credentialing
FastTrack Program



Veteran Employment
Ambassador Program



Let's make sure their
next move is New York.

Next Move NY



Tupper Lake in Franklin County

Over 70 employers have already endorsed the **Next Move NY** initiative and our list keeps growing!

Advanced Blasting Technologies
Allied Motion Technologies
Arconic US LLC
Aries Chemical
Aubertine & Currier Architects, Engineers & Land Surveyors PLLC
Barton & Laguidice
BCA Architects & Engineers
Canexsys Networks
Carthage Area Hospital
City of Watertown
Claxton Hepburn Medical Center
Community Bank, NA
Converse Laboratories, Inc.
Cornell Cooperative Extension of Jefferson County
County of Jefferson
CREDO Community Center
CREG Systems Corporation
Development Authority of the North Country
EZ Stack
Fort Drum Regional Health Planning Organization
Gill Creative Services
Global Foundries
Grand Slam Safety
GYMO Architecture, Engineering and Land Surveying, D.P.C.
Hyde Stone
IBEW 910
Jefferson Community College
Jefferson Concrete Corporation
Jeff-Lewis-Ham-Herk-Oneida BOCES
Johnson Lumber
Johnson Newspaper
Kinney Drugs
Knowlton Technologies
KraftHeinz
Lewis County
Liberty Utilities
Meadowbrook Terrace

Medisca
Monaghan Medical
Morgia Wealth Management
New York Air Brake
North American Forest Group/Curran
North American Tapes
North Country Orthopedic Group
North Harbor Dairy
Northern Glass Company, Inc.
OneDigital
Otis Technology
Purcell Construction Corp.
Qubica AMF
RBC
Regional Office of Sustainable Tourism
Roth Industries
Sally Port View
Samaritan Medical Center
Shaw Harbor Global Services
St. Lawrence University
Sylvamo
Taylor Concrete Products, Inc.
The Arc Jefferson / St. Lawrence
Tug Hill Vineyards
Twin Rivers Paper Company
Twinstare Technologies
UVM CVPH
Viking Cives
YMCA
North Country Community College
Amperand Biosciences
Paul Smith's College
Adirondack Health
Adirondack Energy
Bionique Testing Laboratories
Trudeau Institute

... and counting!